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ABSTRACT

This book reports on a British research project involving a questionnaire survey of 494 university governors and a multi-site case study analysis to examine how different types of higher education institutions (especially "old" and "new" universities and colleges) converge and/or diverge in their governance styles. Chapter 1 introduces the study and its historical and policy context. Chapter 2 considers the concepts, often contested, of governance and management in modern higher education systems. Chapters 3 and 4 focus on governors themselves their backgrounds and perceptions of higher education and how they are appointed. Chapters 5, 6, and 7 look at governors in the organizational setting: the place of governing bodies in organizational structures, their role in institutional decision-making, and key relationships with vice chancellors and others. Chapter 8 offers comparative perspectives by discussing recent changes in governance cultures in the rest of the public sector, the private sector, and in the government of universities in Europe and the United States. Finally, chapter 9 summarizes the main conclusions and offers an agenda for future action. This agenda urges that governing bodies be more representative and principles and practices of open government be applied. Appended are a description of the research methodology and specific results. (Contains 85 references.) (DM)

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